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ABSTRACT

Invitations were extended to the former American Council on Education (ACE) Fellows in Academic Administration who attended a February 1974 working reunion in Lincoln Nebraska, and to the ACE Fellows in the 1973-74 Academic Administration Internship Program (AAIP) to list in this bibliography papers they prepared in conjunction with the Working Reunion and the 1973-74 AAIP. The papers cover topics on higher education administration. Forty-three papers are listed and annotated, including such topics as faculty evaluation, institutional change, personnel policies, presidents, adult students, and planning. (Author/PG)

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American Council on Education
Academic Administration Internship Program

AN ANNOTATED BIBLIOGRAPHY: 1974 AAIP WORKING REUNION PAPERS AND AAIP PAPERS FROM THE 1973-74 ACE FELLOWS

Invitations were extended to the former ACE Fellows in Academic Administration who attended a February, 1974, Working Reunion in Lincoln, Nebraska, and to the ACE Fellows in the 1973-74 Academic Administration Internship Program (AAIP) to list in this bibliography papers they prepared in conjunction with the Working Reunion and the 1973-74 AAIP. The papers cover topics on higher education administration.

Over 40 AAIP alumni and Fellows agreed to prepare annotations (printed below exactly as received) and to have their papers listed. This bibliography is being circulated at the National Center for Higher Education (One Dupont Circle), including the Educational Resources Information Center (ERIC) Clearinghouse for Higher Education, and is being mailed to the AAIP alumni, the 1974-75 class of ACE Fellows, and other interested parties. Additional copies are available upon request.

By agreeing to list their papers, the authors also agreed to respond affirmatively to requests for their papers. Papers should be requested from individual authors, not the ACE. To reproduce some papers, there may be a nominal charge.

All papers listed in this bibliography remain the property of the authors; the papers may not be used for anything other than informational purposes without written releases from the authors. A number of papers contain sensitive material, and all users of this bibliography are asked to respect the authors' right to limit circulation.

This is the first time a bibliography such as this has been published. Users comments will be welcome.

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7/1/74

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Alder, Douglas D. Associate Professor of History and Associate Director of Learning Resources, Utah State University, Logan, Utah 84322.

TITLE: "Academic Tenure: Getting Down to Specifics"

ANNOTATION: This paper pauses amid the nationwide debate on academic tenure to describe the dozens of steps required to award tenure and depicts them by flow chart and algorithm. It then goes on to discuss seven variables (Academic Freedom, Job Security, Quality Control, Increasing Standards, Impact on Teaching, Tenure Quotas, and Faculty Development) which interact in tenure systems. It then proposes a modification: post tenure review.

TITLE: "Instructional Development: An Antidote to Advocacy."

ANNOTATION: The high promise and low yield of many instructional innovations is seen to emerge from the advocacy approach to change in college teaching. An alternative rationale is described and the national movement, called Instructional Development, is assessed.

Alter, Richard D. Assistant Dean, College of Arts and Sciences, Western Illinois University, Macomb, Illinois 61455.

TITLE: "An Analysis of Committee Functioning in Academic Bureaucracies"

ANNOTATION: An essay examining institutional committees in terms of descriptive characteristics (physical, sociological, origins, temporal bases, membership selection) and in terms of function, with emphasis on implicit functions (personal, social, institutional, and managerial). Some recommendations for effective reorganization are given.

Anthony, Sally. Professor of Education, San Diego State University, San Diego, California 92115.

TITLE: "Mole Hills Out Of The Mountain"

ANNOTATION: A plan to reorganize San Diego State University, a large urban commuter university, into a decentralized cluster-college type institution in order to overcome many of the problems associated with size.

Appleberry, James B. Head, Department of Administration and Higher Education, Oklahoma State University, Stillwater, Oklahoma 74074.

TITLE: "Tenure and Financial Exigency: Will They Exist."

ANNOTATION: The paper identifies the elements of tenure, defines financial exigency, and then discusses the articulation of the two concepts under conditions of financial stress and lower student enrollment.

Bader, Kenneth. Vice Chancellor for Student Affairs, University of Nebraska-Lincoln, 305 Administration Building, Lincoln, Nebraska 68508.

TITLE: "A Managerial Approach to Increasing Productivity, Maintaining Service, and Reducing Costs of Operation in Higher Education"

ANNOTATION: Increased attention is being directed toward efficiencies at all levels within institutions of higher education. This paper focuses attention to a program whereby the management skills of 'second-line' supervisors are improved resulting in increased efficiencies of operations at reduced institutional costs.

Bailey, Ronald Beresford. Associate Professor of Political and Social Sciences, University of Florida, Gainesville, Florida 32601.

TITLE: "Colleges of Education: An Extrinsic View"

ANNOTATION: This is a case study of Florida Atlantic University's College of Education with possible implications for other Colleges of Education in other universities. It includes the history of Colleges of Education, the history organization and functions, and the role or "place" of FAU's College of Education within the University.

Bauer, Otto F. Vice Chancellor, University of Wisconsin-Parkside, Kenosha, Wisconsin 53140.

TITLE: "Comparable Resource Allocation Within a University System"

ANNOTATION: Two analysis papers prepared by Central Administration of the University of Wisconsin System were provided. These papers presented material on budgeted costs per FTE student for each campus and also on the relationship between resource allocation and economies of scale. Additional comments were made on the impact of merger, problems with the Economy of Scale methodology, and politics and higher education.

Bentz, Robert P. Vice Chancellor for Operations, University of Illinois at Chicago Circle, Box 4348, Chicago, Illinois 60680.

TITLE: "Report of the Senate Committee on Student Admissions, Records, and College Relations"

ANNOTATION: This paper is a review of admissions policies at the University of Illinois at Chicago Circle. It deals with the issue of alleged racial discrimination and makes recommendations to the faculty senate for modifications to admissions requirements. It also addresses the need for better coordination of recruitment efforts.

Brown, David G. Executive Vice President for Academic Affairs and Provost, Miami University, 101 Roudebush Hall, Oxford, Ohio 45056.

TITLE: "Contemporary Trends in Higher Education"

ANNOTATION: Each year I try to make the academic community aware of my concerns relating to higher education at the national level and ask the faculty to make future oriented strategies with me. This paper was the 1974's catalyst.

Cook, Mary Ann, SND. Academic Dean, Trinity College, Washington, D.C. 20017.

TITLE: "The New Vocationalism: Challenge to Liberal Learning"

ANNOTATION: The paper analyzes major criticisms being waged against liberal arts programs, particularly though not exclusively by advocates of career preparation. It argues against highly specialized career training, but for internships and practica as part of the broad liberal arts program, and cites advantages for students, colleges and society at large.

Elser, Arlon E. Vice Chancellor, University of Pittsburgh, 602 Bruce Hall, Pittsburgh, Pennsylvania 15260.

TITLE: "(1) Development of a Planning and Budgeting Program for the Academic Programs of a Large, Comprehensive University

"(2) Space: A Resource That Must Be Considered in Institutional Development"

ANNOTATION: Philosophy and methodology of development of an integrated planning, budgeting, and space utilization system. Emphasis on participation in a decentralized university framework. Definition of mission, development of goals and objectives, and academic planning at the college and departmental levels, toward the end of introducing change in a steady state condition; e.g., enrollment and budget.

Franzen, William L. Dean and Professor, School of Education, The University of Missouri-St. Louis, 8001 Natural Bridge Road, St. Louis, Missouri 63121.

TITLE: "A Review of the Potential Reorganization of an Academic Unit"

ANNOTATION: A faculty committee reviewed alternative organizational models for a School of Education. In-put was fully solicited from representative constituencies. A set of guidelines for a preferred organizational structure was developed. The alternative organizational models were presented to the faculty for discussion, review, debate. The faculty response to the alternative models is being considered.

French, Paulette. Assistant to the Vice President for Academic Affairs, University of Maine, Orono, Maine 04473.

TITLE: 'Fact or Fancy: Faculty Involvement in the Budgetary Process"

ANNOTATION: This study, based on interviews conducted at the University of California in 1973-74, encompasses perceptions of present involvement of the faculty in the budgetary process, attitudes toward involvement, faculty knowledge of the budgetary process, and ways in which budgetary information is disseminated and acquired.

Frey, John T. Dean of Instruction, Worthington Community College, Worthington, Minnesota 56187.

TITLE: "What's In a Name?"

ANNOTATION: A slightly irreverent view of higher education as practiced by the State of Minnesota, and how one college administration ignores its problems with falling enrollment and devotes its time to consideration of changing the institutional name for the fourth time in 37 years.

Haas, Raymond M. Provost for Planning, West Virginia University, Morgantown, West Virginia 26506.

TITLE: "Planning the Planning Process"

ANNOTATION: West Virginia University has made planning a part of the routine activities of the administrators and managers through the use of planning schedules. An assortment of these schedules is available for exchange with others interested in the subject.

Halverson, William H. Associate Dean for Academic Affairs, The Ohio State University, 1080 Carmack Road, Columbus, Ohio 43210.

TITLE: "Thoughts on Academic Failure, Dismissal, Reinstatement and the Forgiveness Rule"

ANNOTATION: Many colleges and universities are currently adopting provisions that in effect simply delete unfavorable information from academic transcripts. It is argued that contrary to what is frequently claimed, such provisions have no relevance with respect to such important matters as the academic dismissal or reinstatement of students.

Hertz, Peter D. Director of International Education, State University College, Oswego, New York, New York 13126.

TITLE: "Paradigms and Planning: the Issues affecting Campus Transformation"

ANNOTATION: This report of the Oswego Ad hoc Committee on Academic and Administrative Reorganization details the problems of a college that has reached a size and diversity calling for new alignments at the very moment when student population and monetary support has peaked. To change or not to change, that is the question, without aggravating campus insecurity in troubled times.

Honeywell, Wallace I. Associate Professor of Chemical Engineering, University of Houston, Houston, Texas 77004.

TITLE: "Operational Goals: Directed Freedom Within the University"

ANNOTATION: The only goals worth the trouble of defining are those which provide a clear basis for decision-making at all levels in the university. When grounded in the values of the constituencies, the goals can be operational and provide a believable direction for the institution.

Jenkins, Edward S. Special Assistant to the President (Currently Professor of Education), Southern University, Baton Rouge, Louisiana 70813.

TITLE: "The Selection of a University President"

ANNOTATION: This paper describes and presents an analysis of substantive developments relating to the selection of a university president on a campus where the encumbent resigned after having successfully resisted student protest attempts to force him out of office. He was past retirement age. Activities of campus and off campus groups and their adversarial relations with the governing board are discussed.

Jennings, Edward M. Assistant to the President, State University of New York at Albany, Albany, New York 12222.

TITLE: "The Pitfalls of Planning"

ANNOTATION: Some caveats familiar to those who have been mired in "planning," about modeling, implementation and judgment assurance are discussed.

Lamont, Douglas F. Senior Academic Planner, The University of Wisconsin System, 1660 Van Hise Hall, Madison, Wisconsin 53706.

TITLE: "Planning Exercise for Institutions With Recurring Budgetary Crisis Due to Stable or Declining Enrollments"

ANNOTATION: The Planning Exercise was designed to help universities within the University of Wisconsin System which have declining enrollments to look at the reasons for these declines, to ascertain in which departments these declines are taking place, to compare these declines with accepted workload criteria, and to focus on a course of action which would bring these departments back into a steady state through reasonable tenured lay-off decisions or reassignment decisions and the provision of transitional funds.

Little, D. Richard. Associate Professor, Political Science Department, Northern Illinois University, DeKalb, Illinois 60115.

TITLE: "Beyond Careerism: The Revival of General Education."

ANNOTATION: This paper examines the state of general education in the context of the intense professionalism of departmental curriculua and the increasing career orientations of many students. Proposals are put forth for a redefinition of the concept of general education, and for a reorganization of the typical university structure in order to provide a more secure basis for the conduct of general education programs.

McFate, Patricia Ann. Associate Vice Chancellor for Academic Affairs, University of Illinois at Chicago Circle, Box 4348, Chicago, Illinois 60680.

TITLE: "An Academic Support Program for the Urban University"

ANNOTATION: The paper is a chronicle of events related to demands made upon UICC by representatives of the Latino community; an analysis of the umbrella academic support program at UICC; a comparative study of support programs at other institutions; and a model for a program which links recruitment, counseling, basic skills instruction, and testing.

Nelson, Conny E. Assistant to the Vice Chancellor, University of Wisconsin-Green Bay, Green Bay, Wisconsin 54302.

TITLE: "The Implementation of Long Range Academic Planning Practices at a State University"

ANNOTATION: In 1972 each campus of the University of Wisconsin System was directed to develop a ten year academic plan by the end of 1973. This paper describes the response of UW-Green Bay to this mandate--with special reference to the pre-planning activities at the System level, and to the organization and implementation of comprehensive planning procedures at the campus level.

Perlman, Daniel H. Dean of Administrative Services, Roosevelt University, 430 South Michigan Avenue, Chicago, Illinois 60605.

TITLE: "Planning for Adult Students in Higher Education"

ANNOTATION: Although age-segregation is still characteristic of many campuses, adult students are coming, or returning, to college in increasing numbers. This paper explores some of the questions which must be answered by the college or university that seeks to attract and welcome adult learners. College and university administrators must plan for their institutions to accommodate the needs of adult learners.

Reese, C. Tom. Professor of Law, Texas Tech University School of Law, Lubbock, Texas 79409.

TITLE: "The Authority of Legislatures and Governing Boards to Abolish Tenure at Public Institutions"

ANNOTATION: Discusses the constitutional constraints upon the authority of legislatures and governing boards to remove tenure at public institutions.

Sailor, Patricia J. Associate Dean, College of Home Economics, University of Nebraska, Lincoln, Nebraska 68503.

TITLE: "Urban Involvement"

ANNOTATION: The characteristics of the urban university and definitions of urban involvement are discussed. The urban programs at eight Ohio state assisted universities are described. Interviews with faculty and administrators at those institutions produced contrasting views about the validity of the university playing a leadership role regarding urban involvement.

Sample, Steven B. Deputy Director for Academic Affairs, Illinois Board of Higher Education, 119 South 5th Street, 500 Reisch Building, Springfield, Illinois 62701.

TITLE: "CALEA - Computer ssisted Listing of Educational Alternatives"

ANNOTATION: In an effort to encourage nontraditional higher education in Illinois, the staff of the Board of Higher Education has proposed the establishment of a statewide information retrieval system (CALEA) that would enable counselors to advise students with respect to the complete range of higher educational opportunities available to them.

Sanchez, Richard M. Associate in Academic Affairs, California Polytechnic State University, San Luis Obispo, California 93407.

TITLE: "The Delegation of Authority and Responsibility within Higher Education"

ANNOTATION: The paper describes the substance of delegation of authority and responsibility and then commences to trace the origin of authority granting sources. The distribution of managerial authority and responsibility by the chief executive is presented by academic unit. Suggestive principles are provided that indicate when one should delegate, to whom and how. Problems incurred when delegating are also presented.

Shoenberg, Robert E. Dean for Undergraduate Studies, University of Maryland, College Park, Maryland 20742.

TITLE: "A System of Organization and Training for Academic Advisors"

ANNOTATION: This paper discusses the multi-level system of academic advising in operation at the University of Maryland and some of the assumptions underlying the system. A distinction is made between information giving and advising, from which follows the conclusion that students need not be required to see an advisor each term. The role of the advisor and the training necessary to fulfill that role are discussed in some detail.

Skipper, Charles E. Associate Dean, The Graduate School, Miami University, 102 Roudebush Hall, Oxford, Ohio 45056.

TITLE: "Intelligence, Learning, and the Outcomes of Higher Education"

ANNOTATION: The paper presents Guilford's Structure of Intellect as an efficient model for achieving educational goals in the intellectual domain and argues that learning is processing information. Special attention is given to more complex skills like divergent and evaluative thinking rather than awareness or memory.

Smith, Robert M. Assistant Provost, Professor of Special Education, Pennsylvania State University, University Park, Pennsylvania 16802.

TITLE: "The Professional College: A Medium for Responding to Social Needs"

ANNOTATION: The point-of-view is advanced that universities and society must find ways to become more directly affiliated to resolve common goals. This type of colleagueship has not developed on an elective basis. A proposal is advanced that a binding agreement between the parties should be formulated. An illustration describing how this might be accomplished is presented.

Stephenson, John B. Dean of Undergraduate Studies, University of Kentucky, 322 Patterson Tower, Lexington, Kentucky 40506

TITLE: "Efficiency and Vocationalism--Renewed Challenges to General Education"

ANNOTATION: The "management movement" and the upsurge of student interest in education for employment place a heavy burden on purveyors of liberal and general education to rearticulate the values of liberal education in terms that allow a proper accounting of their efforts.

Tew, Arnold G. Vice President for Student Services, Cleveland State University, Cleveland, Ohio 44115.

TITLE: "Personnel Policies for Non-teaching Professional Staff"

ANNOTATION: Underway at Cleveland State is an attempt to formulate personnel policies for non-teaching professional staff. A first draft of the policies is available for inspection. The draft includes hiring, promotional, and organizational procedures, including leave and grievance policies.

Tresp, Lothar L. Director, Programs for Superior Students and Professor of History, University of Georgia, Room 209, Academic Building, Georgia, Athens, Georgia 30602.

TITLE: "A Comparative Analysis of Advanced Placement 1972-73 at the University of Georgia"

ANNOTATION: The papers submitted for the 1974 ACE Seminar consist of: 1) a brochure describing Advanced Placement at the University of Georgia; 2) two Annual Reports (1972-73) providing statistical analyses of Advanced Placement credits generated through the use of various testing programs over a two-year period.

Valentine, Carol Ann. c/o President's Office, Oregon State University, Corvallis, Oregon 97331.

TITLE: "Perspectives on Institutional Change"

ANNOTATION: There are myriad statements on institutional change. This paper seeks to put these statements into a perspective that includes focusing on the change process and the form of the change. The paper purports that process and level are important and neglected dimensions. A case study is used to illustrate how the construct might be applied. Cautions regarding how "change" is viewed are entered.

Weart, Harry W. Chairman, Department of Metallurgical and Nuclear Engineering, University of Missouri-Rolla, Rolla, Missouri 65401.

TITLE: "Faculty Evaluation of Administration"

ANNOTATION: A case study of evaluation of campus administration by faculty. The procedure followed is described, including a comparison between the timetable attempted and a more realistic one; and a moderately detailed critique of the procedure is presented. The summary report, which is included, pinpoints administrative weaknesses of both structure and procedure, and proposes improvements in both.

Other 1973-74 AAIP Papers Not Listed Above

Bach, Bert C. "The Character and Administration of State-Supported Interinstitutional Cooperation in Illinois" (Millikin U.)

Craig, Karen E. "Affirmative Action -- The Issue, the Solution" (SIU - Carbondale)

Craven, Eugene C. "Faculty Renewal in a Steady State" (Wisconsin Central Office)

Daniel, Jack L. "American Higher Education and Blacks' Contributions to its Future" (Pittsburgh)

Irwin, Phyllis Ann. "Graduate Studies at California State University, Fresno" (CSU-Fresno)

King, J. Charles. "Tenure Percentages in a Liberal Arts College: Some Lessons Drawn from a Study of Pomona College" (Pomona)

Lantz, G. Benjamin Jr. "Financial Aid and the Current State and Future of Private Colleges" (West Virginia Wesleyan)

McCauliff, Betty. "An Abstraction of Governance: The Picture of State-Owned Higher Education in Pennsylvania" (Indiana University of Pennsylvania)

Peterson, Roy P. "An Alternative to the Present Tuition System" (SIU - Edwardsville)

Quam, Mary E. "Systematic Academic Affairs Administration in a Land-Grant University" (VPI)

Rhodes, Lodis. "Public Policy: Its Impact on Point of Entry into Higher Education for Blacks" (Texas)

Seelye, Barbara J. "Refreshing/Unusual: or a University Listens" (Saint Louis)

Sipple, Peter W. "Professional Collegiality and the College Teacher" (Wellesley)

Smith, Alfred S. "Inteflex: Nurturing the Humane Physician" (Tuskegee)

Sullivan, Patrick H. "How Does Your Garden Grow?...." (Florida State)

Tsunoda, Joyce S. "The Buck Stops Where? The Issue of Governance within a Statewide System of Public Higher Education" (Hawaii)

Wittman, Robert J. "The Western College, Miami University - The Creation of a New Division: the Dream and the Reality" (Miami - Ohio)

ADDENDUM:

Alexander, Donald L. "Institutional Goals - Estoric and Exoteric" (Allegany)